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AUTHOR	Thompson, Ingrid
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ABSTRACT

Employers have begun to see that one of the keys to corporate success is a workforce of adaptable and agile learners who are constantly upgrading skills. While a gap currently exists between employer needs and qualified employees in the marketplace, businesses have shown themselves to be willing to fill unmet needs. Over 1,000 corporate colleges have been founded to date and many corporations are hiring chief learning officers. Community colleges should consider establishing corporate colleges since they can generally accomplish the task more cost-effectively than corporations and have experience creating learning environments for adults. California's West Valley Mission Community College has established a corporate college program that provides support services at company sites; ensures that paperwork, instructional materials, and grades are delivered to the workplace in a timely fashion; and meets the academic and financial needs of students. Four models of corporate college structure include the accelerated associates program, offering an established schedule of classes at company sites; the blended associates degree, providing 80% of the courses at company sites and requiring students to take the remaining 20% on campus; the consortia model, allowing students from various non-profit agencies and smaller companies to participate; and general education courses offered at a client site, with class schedules designed to meet the client's needs. (HAA)

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Silicon and Ivy

ENHANCING CALIFORNIA'S WORKFORCE AND EDUCATIONAL GOALS THROUGH THE CORPORATE COLLEGE MODEL

THE WEST VALLEY-MISSION COMMUNITY COLLEGE DISTRICT'S OFFICE OF CORPORATE TRAINING HAS DEVELOPED SEVERAL MODELS FOR PARTNERING WITH CLIENT COMPANIES THAT RESULT IN ON-SITE CORPORATE COLLEGES OFFERING FULLY TRANSFERABLE ASSOCIATE DEGREES, CRAFTED TO MEET WORKFORCE NEEDS.

DR. INGRID THOMPSON
PROGRAM MANAGER,
WEST VALLEY-MISSION COMMUNITY COLLEGE DISTRICT

TUESDAY, APRIL 22, 1:15 PM

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Why now?

- **More and more employers have begun to see that one of the keys to *corporate* success, especially with the growing demands of the global marketplace, is a workforce that is constantly upskilling, not only in technical areas but also in the areas of workplace communications, teamwork, problem-solving, employee self-motivation and career self-reliance. Therefore, companies are raising the educational bar to an associate degree for entry level positions.**

- ***Future* employee success* will heavily depend on adaptable employees who are agile learners. The "soft skills" (writing, communications and presentations, teamwork, project management, self-discipline, and relationship building) will allow employees to be successful "portfolio workers."**

  ***Each year of education beyond high school yields 8-9% increase in annual pay.**

- ***Foreign competition:* US workers spend 2.5 % of their time in training; German and Japanese workers between 8 and 10%. In some Silicon Valley companies today, working towards an associate degree is considered a form of re-training and upskilling.**

Why corporate colleges?

- **There is a GAP between employer needs and qualified employees in the marketplace, especially with the boom in high tech workers (in all job areas).**

- **Business is willing to fill unmet needs in the marketplace:**

  Over 1000 corporate colleges today: Intel University, SUN University, Apple University, National Semiconductor University, Motorola University, Mervyn's University, Harley Davidson University, Sears University, Volvo University, Hamburger U., Saturn Outside Services (*now for profit services*), Employee Development University (Southern CA Water Company), Tennessee Valley Authority University, The Bank of Montreal Institute for Learning, Management Development Institute of Petroleo de Venezuela, The Cable and Wireless University.

  The American Council on Education has recommended college credit for courses offered by more than 200 companies.

Corporations are beginning to hire their own *Chief (Executive) Learning Officers* so that they may become Learning Maintenance Organizations (LMO's).

- **Degree programs offer portability: within companies and between units; across employers and geographical locations; across specific job descriptions (part of the *career lattice-work* approach).**

Why should community colleges establish corporate colleges?

- **Corporate Colleges established by companies are very expensive**: Intel University will spend $150 million this year to provide accredited undergraduate and graduate classes. Community college courses are cost-effective and service-oriented.

- **Employees must constantly upskill to stay current with technological and market developments** (now over 1.6 million higher education students over the age of 40).

- **The issue is *Core Business:*** companies know how to create, develop, and run their business; community colleges understand how to create a learning environment for adult students.

Why has Mission College developed its corporate college program?

- **Experience in delivering career and general education curricula**
- **Excellent faculty**
- **Strong career programs in place**
- **Ability to put curricula together quickly**
- **A community college known for its academic excellence**
- **Degree programs designed so that they are fully transferable to the California State University System, as well as some private colleges (USF, JFK University)**
- **Providing opportunities for lifelong learning to students who cannot make it to campus due to work schedules**
- **Development of long-term partnerships with local industry and business**
- **Established substantial client base**
- **Development of student services and financial systems and procedures at Mission College to facilitate corporate college delivery**
- **Mission College President out in the community drawing attention to us**
- **Location, location, location**

How does a corporate college work?

- All support services available for on-campus students are provided on company sites at times established by the client company, including placement and assessment, counseling, and tutoring.
- Student orientations, applications and registration paperwork, textbooks, instructional materials, test scores, and grades are delivered to the workplace in a timely fashion (times may not conform to the standard Mission College schedule).
- The community college and the client company partner to ensure that the needs of the students are met, both academically and financially.

Are all corporate colleges structured in the same way?

No, the structure is based on the business needs and scheduling requirements of the client company and so may be set up in different ways:

Model 1 (Accelerated)

This *accelerated* associates program has an established schedule of classes through to the end of the program (subject always to change by request from the client company). Students take only one course at a time. Classes meet twice weekly, usually at night. Three unit classes run for 8 weeks; 4 unit classes run for 10 weeks, with additional lab times on Saturdays. All classes are held at the client company, except for the natural science labs. Students are in class about 46 weeks a year (see attached sheets). An associates degree may be completed in about 3 and 1/2 years. This degree has been articulated with the University of San Francisco and is fully transferable to the Cal State System.

Model 2 (Blended)

This associates degree is *blended* : about 80 % of the courses will be provided at company sites; students will be required to take the remaining 20% on campus (especially the lab courses). Courses run full semester length. Students may take more than one class. Three unit classes meet once a week for 3 hours; four unit classes meet twice a week for 2 hours. The program is "student driven" in that participating students at the start of a new "semester" fill out surveys indicating courses, times, and locations they want.

A "schedule" is then published. Oversight of the program is provided by an Advisory Council of the company's training managers from different units, who help decide which courses to list on the survey that will be helpful to students in both the AA Liberal Studies and AS Semiconductor Manufacturing Tech programs: hence, general education courses common to both programs, an elective specific to each program, and a required course specific to each program are chosen.

These programs are fully transferable to the Cal State System.

Moreover, corporate college students may register for classes on campus at Mission College, due to new *voucher system.* With this voucher, employees may register here on campus for any of the courses required for their AA or AS programs and receive the books for those classes without paying

Model 3 (Consortia)

This *consortia* model would allow potential students from various non-profit agencies and smaller companies to participate in a corporate college. An advisory committee made up of participating entities would target common areas of required instruction and then several (or many) employees from each would attend the classes. The courses might be part of a certificate program which could be applied to a degree program. The classes would be held on a "rolling venue" format: each "semester" would be hosted by one of the companies or agencies. In time a "schedule of classes" would be compiled and issued in advance.

Additionally, this model would allow for a truly *blended* approach to garnering students by using vouchers (FTE generating), consortia-based general education courses, and single classes at a specific client company for courses in a major field of study.

Various non-profit groups, government entities, and small companies already have expressed interest in this model.

Model 4 (General Education)

General Education courses are offered on a client site, with class schedules designed to meet the client's needs; however, the classes are open to the public, not only generating FTE's but also servicing students who may not be able to make it to campus. The courses required for the major area will be taken on campus in general population courses.

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